



**THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC
ADMINISTRATION PROGRAMME
FINAL EXAMINATION 2011 /12
MCP1602 – MANAGEMENT AND ORGANIZATIONS**

DURATION THREE (03) HOURS

DATE: 28th February 2012

TIME: 9.30am to 12.30pm

INSTRUCTIONS:

- Answer **any five (05)** questions.
- Each question carries equal marks.
- Numbering of the answers in your answer script should follow the numbers assigned to the questions in the paper.
- Illegible hand writing is liable to lose marks.

- (1) In a changing business environment the manager's job has become complex and demanding. Explain using relevant examples how a manager can apply key managerial functions to optimize resources in this context while maintaining the balance between efficiency and effectiveness.
- (2) Satisfied customers and sustainable growth are the end result of effective management of the value chain of business. Explain how a manager can use interpersonal, decisional and informational roles for achieving the above outcomes.
- (3) The CEO of a business organization which is currently at the growth stage of the business wishes to develop a business plan for the next five years. How would you advise the CEO regarding application of relevant concepts and tools of planning?
- (4) What do you mean by 'organization culture'? Illustrate with relevant examples, both local and foreign, how organization culture helps in achieving customer satisfaction, employee motivation and innovation.
- (5) What are the key building blocks of organizing? Explain using relevant examples how those building blocks are used by contemporary organizations to optimize human effort.
- (6) (i) Briefly outline different types of organization design with reference to their advantages and limitations. (08 marks)
- (ii) Explain with relevant examples how current approaches to organization design attempt to overcome structural limitations. (12 marks)

- (7) Your company is in the business of household goods such as kitchenware and children's garments and sports goods. Your sales data for the past six months shows that sales have dropped in certain markets where your competitors have made gains. As head of sales, your task is to diagnose the problem and take corrective action to regain your market share. How would you apply the rational model of decision making in this situation?
- (8) Describe the main characteristics of Transformational Leaders and explain using relevant examples how such leaders make effective use of change in their organizations.
- (9) (i) What do you mean by the concept of motivation and how is it related to peoples' performance?
(08 marks)
- (ii) Select **any one** of the 'content' or 'process' theories of motivation and explain how you would apply the framework of the selected theory to introduce a scheme of motivation for the employees of your organization.
(12 marks)

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